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## Chirac ahead in opinion polls <br>   Striking UK seamel defy court order   <br> New twist in battle for Société Générale <br> Axy <br>  <br>   <br>  <br> Defiant Reagan vows to continue seeking aid to Contra rebels

 Thai fighter-bomber亚 Palestinian rald Palestinian giverrillas crosse
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 Chemical arms call



## Cuban conditions




Polish demonstration



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by LIONEL BARBER IN WASHINGTON


## Vote breaks the spell



## Schneider's Télémécanique <br> bid boosts shares in Paris



##  <br> indonssu ACTSTO STAMP OUT RAMPANT CORRUPTION <br> leaders to be the eyes and ears of <br> the authorities," Page 18


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Malaysia's
government
declared
'illegal' in
High Court

## US renews peace effort for Mid East



## MAIAYSIA'S ruling United















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## OVERSEAS NEWS

## Guerrillas kill Israeli soldiers in border clash

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## Disclosure could delay Iran embargo



Dollar under pressure in Hong Kong






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| Kong, youllenjoy the |
| finest food and, if you |
| wish, excellent wines. |
| And the added |
| delight of a view of |
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| spectacular harbour. |
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## Japan to test super-smart 'bank in your pocket'

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## Thai aircraft shot down in border fighting with Laos

| A THAI F-SE fighter-bomber was yesterday shot down durborder with Laos, Reuter reports wrom Bangok by the Thai airforce since the US-built $F$ - 5 Es were firat deployed on bombing raids on the frontier fighting in eariy Thai and Laotian forces have puted hills on the forested, remote frontier since last Auals said its attacks had intensified in recent days. <br> Military spokesmen said Thai sporadic, resumed in earnest on sporanc, resumed in earnest on hill 1,428 which is said by Thai- land to be 2 km inside the frontier. Lasos claimed on Tuesday to have shot down one of the craft used by the Thai air force, but this was denied by Bang- | Both Thailand and the com- munist government in Laos, which is supported by some 40,000 Vietnamese armed with Soviet weaponry say an 80 aqg km strip including three hills in the Ban Ro. <br> Thai military spokestmen said army units, picking their way mortar fire, recaptured two of the hills this week and were air cover. <br> Laos has accused Thailand of using chemical weapons and cluster bombs to try to clear the Bangliook denied this and there has been no independent evidence. $\qquad$ day that Thal artillery barrages 30 km inside Laos. Thai officials declined to give military sources said troops | Relationa between Thailand and Laos, which are culturally been tense since the communist Laos, a country of just over 3 m people, has about 20 Sovi-et-made MiG-21 fighters. Thai- land, with some 55 m people can put about 40 F-5Es as well as several squadrons of less craft into the air. <br> Both sides have said they but cannot agree on the conditions for such talks. <br> Laos, one of the world's poorest states, depends heavily on non-communlst markets, and revenue from electricity |
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Australian car designers pin hopes on new model

| STRALIAN motor manufacing design and production <br> namic Falcons, en Ford Australia, comme <br> their powerfil ly the country's most sucophisticated cade, launches a new range 1990s and be c its most profitable car, the cess. con. <br> The group's $\qquad$ con has been five years in pinned on the caclon and has cost some based on the 700 m (USS500m) in investat export mark |  |
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## Iowa launches America's search for a new champion



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| robert dole: Sanate 64 Leader, Kansas Sena- $\qquad$ |  |
| - PIERRE DU PONT N: former Governor of Delaware, 53 | dential canclidate 53 <br> - RICHARD GEPHARDT: Repre <br> - richan ca imat pepre |
| - JACK, KEMP. Represemative |  |
| - ALEXANDER HAGG: former US Secretary of State, US Army 64 | - REV JESSE JACKSON: black civi rights leader and <br> PAUL SIMON: Iunois Sena |
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## PIG-O cash helps war-chests swell

## Cood organsition IS Everthing in the racr for nominaton <br> Smooth machines keep candidates running

by stewabt fllemina


## Opinion polls rule campaigns

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## Texas acts to wind up thrift institutions



## UK compromises on Mexican loan swap



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WORLD TRADE NEWS




## India considers Soviet jets











Electrolux in $\mathbf{S}$ Korean joint venture




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## Ford on brink of national strike over pay




## Striking seamen defy court order

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Crown staff consider protest at sell－off STAFP Af the Coum Supliz为





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## Worries over upsurge in inflation＇exaggerated＇




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## Safety risk＇lower＇ for Sizewell design

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## Nixdorf wins point of sale contract for $\mathbf{5} \mathbf{5 0 m}$ by david thomas

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 Women celebrate vote




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King to hold further meeting with Irish

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London to have third business school

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North Sea
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## Whisky galore

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## Electricity board surprised by plan for split on sale

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Apreposterous suggestion, you may say. Quite ludicrous. But before you dismiss it as pure fiction, consider the following facts.
The rate of information growth is doubling every five years. Currently, 6000 new scientific articles are published every week.

An explosion of facts and figures shattering the dreams of anyone hoping to become a Jack-of-all-trades. Indeed, being the master of just one is now a race where the finishing line keeps moving.
Skills and knowledge that may have taken years to acquire can be out of date almost overnight.

Think of the ship designers in the north-east who have had to turn their hand to designing oil rigs.

The plant breeders who have had their world turned upside down by the advent of genetic engineering.

The textile designers who have had their crayons replaced by computer keys. Formal qualifications on their C.V.'s, though important, would have given little indication of their capacity to accept and adapt to change.


Of course, if we expect people to have a more flexible, adaptable outlook on work, we must also expect the same of their employers.

So companies must be prepared to do more than just give time off for occasional conferences. They must also allow time off to attend business schools and retraining courses. And maybe more.

Some companies do already. But should we follow the example of countries like Sweden where mid-career breaks of several years are not uncommon? In fact, is it time we reappraised our attitude towards career patterns entirely?

Traditionally, the long serving employee has been held up as the shining example. And, of course, many years of experience in a company can be invaluable.

But in today's fast changing world perhaps we should look more favourably on frequent job changes and regard them as the need to face fresh challenges.

That, in itself, is a challenge that business may soon have to face.
Indeed, in our view, training, or lack of it, is very often at the root of many companies' staffing difficulties.

Yet, sadly some firms still see training as a side issue when compared with, say, providing plant and finance.

According to the latest (1985) MSC figures, the average company spends a mere $0.15 \%$ of its turnover on training.

As for ourselves, this year training will cost us some $10 \%$ of our income. It's a sizeable sum. But it's one we would not spend unless. 교 $\|$ Ernst \&Whinney we knew it would repay us fully in the years to come. <br> <br>  <br> \section*{NUMBER <br> \section*{NUMBER <br> <br> EASTCHEAP} <br> <br> EASTCHEAP}

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## Rich pastures in the valleys




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[^1]
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## TECHNOLOGY

## Safety last - unless it pays its way



## 8 WORTH WATCHING Edited by Geoffrey Charlish

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## VAT Commissioners＇mistake means taxpayer must sue

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CIT

# Cairo, december 1987: ARENTO* has selected the DPS 2500 system for its public packet switching network, Egyptnet. 

## The DPS 2500 is a product of ALCATEL CIT TELEMATIQUE,

 member of the X Data joint venture which has already installed more than 120,000 X25 ports over the world.*Arab Republic of Egypt National Telecommunications Organization.


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 and



## BBC Symphony/Festival Hall



Italian Inspiration Richard Falrman


Saleroom/Antony Thorncroft
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Friday February 51988

## Mr Reagan's lost cause
























## Timely warning to the banks <br> the bank



## .




Two of THE world's most supervisors who would prefer
prominent banking smpervi- banks provide in z broayy
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| prominent banking sapervisors have recently pointed out hanks are running by making. provisions against their loans to Third World countries. Mresident of the New, York Fed, said last week that banks expectation that debtor countries will fail to repay their debts may only create Earlier this Week, Mr Robin the Bank of England, told excessive provisioning would not ony damage their internals to the debtors them- selves." | supervisors who would prefer banser to provide in z broady sImilar range: this prevents sinuilar ras comparisons being made, and aids the orderly management of the debt probIem. Mr John Reed, the chair- man of Citicorp. wbo started last year's provisioning rush, has made himself highly unpopular among his competitors, and the enthusiastlc applause which greeted Mr Leigh-Pembertao's comments this week reflected the frus tration of bankers who have had to sacriniee harderearned profits and capital to match Mr Reed's provision levels. However, there is also little doubt that banks must make the final judgrent about proand be free to go beyond the |
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 Andrew Fisher reports on West German manufacturers' struggleto come to terms with a high D-Mark and low economic growth
 to come to terms with a high D-Mark and low economic.growth




## 



## Crisis, what

 crisis?

OBSERVER



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## French sex




Organisational Power and Politics for Female Executives 11-13 Aprill 1988 manage mentriand deccion-making at work is sill relatively small Maryy reasors can be given for this but a mijo
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career implications of the power strategies they employ
 Ouse Stewart Crantileld School of Management.



## POLITICS TODAY <br> Whitehall pays - and Whitehall calls the tune

By Joe Rogaly







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## Tiptoeing over the crash

By John Plender
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## Lettersto the Editor

## Not as glum as it looked



Japanese and UK standards of living are not easily compared











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## By tomOLTOW menchqueg

this newspaper
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## FINANCIAL TIMES

Friday February 51988

## London schools body abolished




## Chirac in fast lane for French elections



## New twist in battle for Société

 Générale

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The dramatic development
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## Democrat



## World Weather






## THE LEX COLUMN <br> BP keeps its foot on the gas



BERKELEY GOVETT \& COMPANY LIMITED

## 1987 RESULTS

Revenues US $\$ 38.3 \mathrm{~m} \quad+142 \%$ Pre Tax Profit US $\$ 24.2 \mathrm{~m} \quad+89 \%$
Earnings per Share 24.5 cents $+40 \%$ Net Cash \& Marketable Securities US $\$ 98.4 \mathrm{~m}$

We enter 1988 with confidence in all segments of ou existing business and look forward to strong growth for - Chainnan Arthur I. Trueger

To obsin a copy of the 1987 Annual Report conract Dre. Jay B. Morrison,
Chief Financial Officer on is3 38778 .

Friday February 51988

Chrysler advances 8\% despite surge in sales

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## Allied-Signal ends year with earnings increase to $\$ 77 \mathrm{~m}$

| orted 2 strong end to the the orts trading with fourthar's trading with fourth- <br>  m or 25 cents. <br> 869 latest quarter, a credit 569 m . from tax-loss carry wards lifted inal net earn-year-ago quarteri, operating ome from discontlnned rations of 522 m made a al net $\$ 69 \mathrm{~m}$ or 38 cents. or the year, however, net | from continning operations was 5615 m or $\$ 3.07$ a share against <br>  operations of 533 m , a. gain of ued operations and the 5589 m <br>  <br> Sales in the fonrth guarter <br>  511.1 Ibn from $59,896 \pi$. In the aerospace sector, aircrift equipment and after- |  |
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| BY DAVID OWEENIN TOROMTO |  |  |
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## Eastman Kodak stages sharp recovery



USA TODAY NEWSPAPER MOVES INTO BLACK FOR FIRST TIME

## Gannett profits up 20\% to $\mathbf{\$ 1 0 6 m}$

## TY OUP Ner York sta


#### Abstract






## B\&D offer for Dee 'now final' <br> BY MakR TATT IN LONDON <br> \begin{abstract}  \end{abstract} <br>  <br> Privatbanken plans capital increase






| The Ogivy Group |
| :---: |
| 1987 Results. |

Healthy Fourth Quarter rounds off year of substantial growth.
The Ogivy Group, Inc. (NASDAQ/LSE-OGIL), the worldwide advertising agency and marketing services group, reports that earnings for the fourth quarter ended December 31, 1987 increased 17.7 percent to income increased 30.3 percent to $\$ 219,577,000$ from $\$ 168,507,000$ in 1986 .
For the year ended December 31, 1987, net income increased 10.2 percent to $\$ 29,757,000$ from $\$ 26,995,000$ in 1986. Per share earnings increased 6.3 percent to $\$ 2.02$ from $\$ 1.90$ per share in 1986. Commission and fee increased 213 percent to $\$ 57,933,000$ from $\$ 47,764,000$ in 1986 . In addition, reductions in the fourth quarter effective tax rate to 41 percent reduced the full year'stax rate to 47 percent.
William E. Phillips, Chairman-CEO, commented "We are satisfied with our ressuls, which were in line with oon sargets. They were achieved despitea difificult tenvironment. 1988 iooksstrong. And, ourrec

The Ogilvy Group, Inc. Consolidated Statement of Income (in thousands of US dollars except per share figures)

| Quarter ended December 31, 1987 (Unaudited) | 1987(B) | 1986(A) | Percentage Increase <br> (Decrease) |
| :---: | :---: | :---: | :---: |
| Commission \& Fee Income | \$219,577 | \$168,507 | 30.3 |
| Total Operating Expenses | 194,338 | 145,914 | 33.2 |
| Operating Profit | 25,239 | 22,593 | 117 |
| Income before Taxes | 26,600 | 26,815 | (0.8) |
| Taxes on Income | 10,823 | 13,417 | (19.3) |
| Net Income | \$14,479 | \$12,297 | 17.7 |
| Earnings perCommon and Common Equivalent Share | \$.99 | \$.87 | 13.8 |
| Dividends Paid | \$.21 | \$. 20 | 5.0 |
| Year ended December 31, 1987(Uraudited) |  |  |  |
| Commission\& Fee Income | \$738,508 | \$560,132 | 31.8 |
| Total Operating Expenses | 680,575 | 512,368 | 32.8 |
| Operating Profit | 57,933 | 47,764 | 2.3 |
| Income before Taxes | 60,499 | 58,709 | 3.0 |
| Taxeson Income | 28,583 | 30,974 | (7.7) |
| Net Income | \$29,757 | \$26,995 | 10.2 |
| Earningsper Common and Common Equivalent Share | \$2.02 | \$190 | 6.3 |
| Dividends Paid | \$.84 | \$. 80 | 5.0 |

## International Standard Electric Corporation

12\% Sinking Fund Bonds Due 1996
NOTICE IS HEREBY GIVEN, that pursuant to the provisions of the Indenture dated 15th March, 1984 (the "Indenture"), between International
Standard Electric Corporation and Bankers Trust Company, Trustee, that $\$ 8,732,000$ principal amount has been selected by the Trustee for
Redemption on 15th March, 1988 at the principal amount thereof in accordance with the Sinking Fund provided for in Section 3.06 of the Indenture.
The following are the serial numbers of the Bonds which will be redeemed in whole:






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INTL. COMPANIES AND FINANCE

## NCSC suspends trading in Cumberland Credit

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Kuwait Projects controls UGB
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## vestment





## Daihatsu pre-tax up 29\% in first half









Profits surge 41\% at Showa Aluminum
Sriowa Aluminn bum boosted











NOTICE OF REDEMPTION AND FREE SHARE DISTRIBUTION

## AIDA ENGINEERING, LTD.

## U.S.\$20,000,000

51/4 per cent. Convertible Bonds Due 1996 (the "Bonds")
 1. Redemprion of the Bonds Pursuant to Condicion $6(B)$ of the Terms and Conditions of the Bonds, the Company will redeen o




PRINCIPAL PAYING AGENT
The Fuii Bank and Trust Company
One World Trade Center, New York,
N.Y. 10048


From and affer 254 March, 1998 , interess on the Bonds will cease to accrue.
 . 32.1 par share Each Bondholder who wishes so convert his Bonds should deposii his Bonck, Agents specified abovel) accompanied by 8 notioe of conversion (che form of which notice is available
from any of the Convesion Agencl), SUCH CONVERSION RIGHTS WLL TRRMINATE AS TO BONDS AT THE CLOSE OF BUSD For che information of the holderes of the B Bonds, the reported clesing grice of shares of Common
Stock of the Company on the Tolyo Socck Exchange on 2 goh January, 1988 was Yy75 per share and the 2
Pursuant on de resolurion of the meceing of iss Board of Directors held on lss February, 1988, the
 wo sharcholders of
each share held
 affer the record date in respect thernof. The record dare in respect of the said free share disriburion
 5h February, 198

> AIDA ENGINEERING, LTD. 2-10, Ohyamacho, Sagannihara, Kanagawa, Japar

Murdoch closes down Brisbane Telegraph








## US $\$ 35,000,000$

NegotiableFoating Rate Certificates of Deposit




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NOTCCE TO WARRANTHOLDERS OF DAIKININDUSTRIES, LTD.




## Bank Leu International Limited

Nassau, Commonwealth of the Bahamas
Notice to the Holders of Notes and Coupons, of Warrants and of Notes
Warrants under the $7 \% \%$ USS 40 million Guaranteod Notes due 1989

According to the resolution taken by the General Meeting of Shareholders on
31 July 1987, which became effective as of 30 October 1987, the name of the 31 July 1987 , which became eff

## Leu Trust and Banking (Bahamas) Limited

The new Company has assumed all rohts and obligations under the Notes and
Coupons and Warrants as fully and effectively as it has been at the issue of the Notes and stated in the Offering Circular of 14 August 1984. The unconditional

The listing of the Notes and the Warrants at the Luxembourg Stock Exchange is of the new Company. The Notes and the Warrants shall not be exchanged or stamped.

Nassau and Zurich, January 1988 $\begin{aligned} & \text { Leu Trust and Banking (Bahamas) Limited } \\ & \text { Bank Leu Ldd }\end{aligned}$

|  | Euro-clear |  |  |  | CEDEEI | Swiss Security No. |
| :--- | :--- | :--- | :--- | :---: | :---: | :---: |
| Notes with Warrants | 10101 | 290840 | 642910 |  |  |  |
| Notes ex Warrants | 10102 | 290858 | 642911 |  |  |  |
| Warrants | 10103 | 602752 | 643194 |  |  |  |

## Bank Leu 15

Bank LeuLtd
Bahnhofstrasse 32 CH-8022 Zurich Telephone (1) 2191111

Brasilvest S.A.

| $\begin{aligned} & \text { Net asset value as of } \\ & \text { 1s February, } 1988 \\ & \text { per CZ Share: } 87,103.50 \\ & \text { per Depositary Share } \\ & \text { USS9,562.98 } \\ & \text { per Depositary Share: } \\ & \text { (Second Series) } \\ & \text { US8,980.25 } \\ & \text { per Depositary Share } \\ & \text { (Third Series) } \\ & \text { US } 7,642.38 \\ & \text { per Depositary Share } \\ & \text { (Fourth Series) } \\ & \text { US77,139.51 } \end{aligned}$ |
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## 6) BankAmerica

| US. $\$ 400,000,000$ <br> Fioating Rate Subordinated Capital Notes Due 1997 |  |
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| Holders of Notes of the above issue are hereby notified that for the final interest Sub-period from8th February, 1988 to 7 th March, 1988 the following will apply: |  |
| 1. Interest Payment Date: | 7h March, 1988 |
| 2 Raze of interest | 65/6\% per annum |
| 3. Interest Amount payable for Sub-penod: | USS269.79 <br> per USS50,000 nominal |
| Totad Interest Amount payable: | USS936.54 <br> per USS50,000 nominal |
| The following interest Sub 1988 to 74h Aprid., 1988. | od will be from 7th March, |
| Bank of America inte | ational Limited |



INTL. COMPANIES AND FINANCE
Bronfman savours victory on Martell estate


| Matra float | Writs threat in La Générale bid battle |
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4th February, 1988


TOYO CONSTRUCTION CO., LTD.
U.S. $\mathbf{\$ 5 0 , 0 0 0 , 0 0 0}$

5 per cent. Guaranteed Bonds 1993
with
Warrants
to subscribe for shares of common stock of Toyo Construction Co., Lid.'
Payments of principal of and interest on the Bonds being unconditionally and
irrevocably guaranteed by
The Sanwa Bank, Limited

Issue Price $\mathbf{1 0 0}$ per cent.

Nomura International Limited
IBJ International Limited
Sanwa International Limited
New Japan Securities Europe Limited

Credit Suisse First Boston Limited
Salomon Brothers International Limited Swiss Bank Corporation International Limited
S.G. Warbarg Securities

The Nikko Securities Co., (Europe) Ltd.
Shearson Lehman Brothers International Toyo Trust International Limited Yamaichi International (Europe) Limited

These securities have been sold ouspide in United Sants of America ond Japon, This annowncement
NEWISSUE
4th February, 1988

## (O)

YUASA BATTERY CO., LTD.
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5 per cent. Guaranteed Bonds due 1993
with
Warrants
to subscribe for shares of common stock of Yuasa Battery Co., Ltd.
The Bonds will be unconditionally and irrevocably guaranteed by
The Mitsui Bank, Limited


Nomura International Limited
Mitsui Finance International Limited

## Eurosterling debut for Marks and Spencer TYCLARE PEARSON

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Japanese banks for Germany






Tokyo is convinced foreign investors will return













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## Rudloff castigates world's bankers <br> - 준









## Bank Leu to reorganise Gutzwiller










# SanKen <br> SANKEN ELECTRIC CO., LTD. 

U.S. $\$ 100,000,000$

5 per cent. Guaranteed Bonds 1993
Warrants
to subscribe for shares of common stock of Sanken Electric Co., Ltd.
The Bonds will be unconditionally and irrevocably guaranteed by
The Saitama Bank, Ltd.
ISSUE PRICEE 100 PER CENT.

Credit Suisse First Boston Limoited
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BNP Capital Markets Limite
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Baring Brothers \& Co., Limited Credit Lyonnais Robent Fleming \& Co. Limited Maruman Securities (Europe) Lid Mitsui Finance International Limited Morgan Stanley Intem The Nikko Securities Co., Europe) Ltd. Sanwa Intemational Limited Wako Sniss Volksbank

UK COMPANY NEWS

## BP to expand in US with £142m offer for Lear

by steven bumbr


Hodgson buys four more



Raymond Snoddy on a busy time for Andrew Lloyd Webber's musical company:

## Phantom guard for Really Useful profits





CITIBANKナ゚REAL ESTATE

## Drayton Japan in split level move


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## A mandate to manoeuvre in any direction

Peter Scott, a man of robust views, explains to Andrew Baxter why his understanding of technology and tenacity of execution led him to take on the challenge of running Emhart


## How many leaders would stand an egg this way up if Columbus hadn't done it before them?

 banking and finance. briefing.
Capital markets coverage of w
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## MANAGEMENT

> Working relationships
> Miracles take a little longer

Michael Skapinker on what managers and
secretaries expect from each other



## YOU NEED MORE THAN YOUR DAILY PAPER TO STAY AHEAD...

Every month The Banker analyses ness. That's why The Banker investigates the issues that matter in the worlds of

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Flesese reaum to: The Banker, Markeeing Dept, Greystoke Phace, Fetter Lane, Londoi, ECAA IND, UK.



Dominican nickel dispute continues


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European Court rules against Britain in milk import case

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## Israel blocking Gaza fruit

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## Exporters 'propping up juice prices'






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CURRENCIES, MONEY AND CAPITAL MARKETS

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## Dollar stalls after firm start

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## PROPERTY TO RENT

Furnished lettings Company and Embassy Lets Long and Short Term All appear in the FT every Monday
Further details from Clive Booth, TELEPHONE 01-248 5284 FAX 01-248 4601
1.G INDEX LTD, 9 -11 GROSVENOR GAROENS, LONDON SWIW OBD
Tel: 01-828 $7233 / 5699$ Reuters Code: IGIN, IGIO


Prices taken at 5 pm and change is from previous close at 9 pm

## MONEY MARKETS


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LONDON STOCK EXCHANGE


## WORLD STOCK MARKETS



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## N. AMERICAN QUARTERLY RESULTS



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Financial Times Friday February 51988 øø

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## AMERICA

Dow makes slight rise as regulation debate hots up


## Hong Kong

takes new look at settlements






## Second-liners lead Nikkei higher



## Guess whodunnit?

The most arresting news in crime-detection this decade is causing the iminal fraternity to sleep a lot less easily in their beds. he breakthrough?
CAP's new software driven approach to encoding fingerpints at the speed of light. The harcware's Bnitsh too - INMOS'S transputer - whic
It can do in seconds what previously took man (or woman) weeks to
accomplish.
Most experts said it couldn't be done, most criminals hoped it wouldr't.


The Systems Company
Teephane Cill


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